

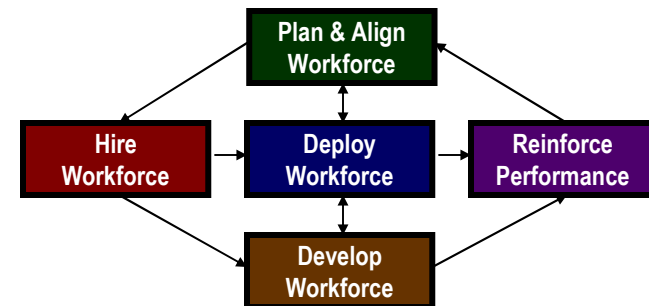
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## State of Washington

### GMAP Government Efficiency Human Resource Management

November 13, 2007

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Eva Santos, Director  
Department of Personnel  
November 13, 2007

# Executive Summary - HR Management Report – FY 2007 Statewide Roll-up

October 2007

PLAN & ALIGN WORKFORCE	Status	Comments
% supvs with performance expectations for WF mgmt	96%	
Management Profile (percent of workforce)	7.6% (4,642) WMS.* 8.9% (5,413) "Manager" (WMS, Exempts, GS).*	As of 10/07, WMS = 7.6%. Overall WMS control point is 7.6%.
Percent employees with current position descriptions	92.5%	Up from 67% for FY06.
<b>HIRE WORKFORCE</b>		
Average Number of days to fill job vacancies	79.5 avg days. (based on E-Recruiting data for 963 appointments)*	Measure will be adjusted by 4/08 to improve accurate reporting
Candidate quality ratings	73.5% of those interviewed had competencies to perform job 94.8% managers said they could hire best candidate interviewed	Preliminary data from E-recruit System. Data based on 452 candidates & 58 hires.
Percent types of appointments	7,247 appts: 41% promo; 29% new hire; 15% transfers; 11% exempt; 4% other	Data under review due to possible coding issues.
Separations during post-hire review period	627 (roughly 9% compared to number of hires during same time)**	
<b>DEPLOY WORKFORCE</b>		
% employees with current performance expectations	80.2%	Up from 64% for FY06.
Employee survey "productive workplace" ratings	3.8 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Average overtime usage - per capita, per month	3.3 hours/mo; 17.7%/mo employees receiving OT; OT Costs = \$62.8 million**	High in Nov, low in April. OT numbers exclude DNR.
Average sick leave hours per month	6.4 hours/mo per capita; 11.9 hours/mo for just those using S/L**	Avg hrs/mo, per cap range = 5.5-7.3. High in Jan, low in July.
Number of non-disciplinary grievances and appeals filed	444 non-disc grievances; 9 non-disc appeals, 63 Director's reviews**	Down from 769 in FY06.
Worker Safety – Injury claims rate (New Measure)	7.9 avg claims/quarter per 100 FTE over last 5 years; FY06=7.7; FY07=n/a.	As of 1/07. Overexertion = 26% of claims. Source: L&I
<b>DEVELOP WORKFORCE</b>		
Percent employees with individual development plans	85.3 %	Up from 64% for FY06.
Employee survey "training & development" ratings	3.7 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
<b>REINFORCE PERFORMANCE</b>		
Percent employees with current performance evaluations	84.3 %	Up from 63% for FY06.
Employee survey "performance & accountability" ratings	3.7 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Number of formal disciplinary actions taken	210**	Data does not include pay reduction action.
Number of disciplinary grievances and appeals filed	305 disciplinary grievances; 15 disciplinary appeals**	
<b>ULTIMATE OUTCOMES</b>		
Employee survey "employee commitment" ratings	3.6 (1-5 scale)	Data as of 4/06. Updated survey results will be ready 1/08.
Percent turnover (leaving state service)	8.3%** (Resignation=5%, Retirement=1.7%, Dismissal=0.4%, Other=1.2%)	Data does not include movement across agency lines.
Percent workforce diversity	53% female; 18% people of color; 5% disabled; 75% over 40*	

Only agencies with >100 employees are required to report. \*Data as of 6/30/07 \*\*Data from 7/1/06 – 6/30/07

Source: Department of Personnel

## Washington State | Department of Personnel

# Recruitment Strategy Team

### Recruitment Strategy Team created:

- Created as a result of recent GMAP Forums where hiring & retention surfaced as key issues, and discussions with the HR Sub-Cabinet
- Co-Chairs: Eva Santos, DOP. Karen Lee, ESD.
- Membership: Representatives from labor and multiple agencies' executive management, recruitment, and training functions
- Recommend actions the state should take to be competitive in a global market
- Recommendations to Cabinet no later than June 2008

### Purpose:

- Identify top ten issues to be addressed in recruiting, hiring, and retention
- Provide guidance and advice on statewide hiring and retention issues
- Facilitate information sharing and champion solutions

#### Team #1

##### Hiring Basics and Infrastructure

Eva Santos, Sponsor

Glenn Christopherson, DSHS – Lead

- General hiring, including job-seeker self-sufficiency
- Work environment values
- Informing managers of available hiring tools and options

#### Team #2

##### Recruitment

Karen Lee, Sponsor

Sharon Williams, DOR – Lead

- Marketing
- Finding talent

#### Team #3

##### Retention & Multi-generational Issues

Sandy Matheson, Sponsor

Cheryl Shaw, L&I – Lead

- Flexible environment
- New tools for employees
- Workforce data
- Career ladders
- Workforce planning